

**BY ORDER OF THE COMMANDER
AIR EDUCATION AND TRAINING
COMMAND**



AETC INSTRUCTION 16-501

7 SEPTEMBER 2001

Operations Support

AETC CORPORATE STRUCTURE

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: HQ AETC/XPPP (Mr Chris Davis)
Supersedes AETCI 16-501, 29 April 1999

Certified by: HQ AETC/XPP (Col Kevin Higgins)
Pages: 11
Distribution: F

This instruction implements AFD 16-5, *Planning, Programming, and Budgeting System*, and AFI 16-501, *Control and Documentation of Air Force Programs*. This instruction establishes the operating procedures for the AETC Corporate Structure, a senior staff review process at HQ AETC. It applies to HQ AETC directors and chiefs of special staff as well as Second Air Force (2 AF) and Nineteenth Air Force (19 AF) commanders. This publication also applies to Air National Guard (ANG) and Air Force Reserve Command (AFRC) units. See [Attachment 1](#) for a glossary of references and supporting information used in this publication.

Maintain and dispose of records created as a result of processes prescribed in this publication according to AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4).

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

This revision updates the office symbol for the corporate structure secretariat; adds procedures for elevation of issues through the corporate structure and allowed exceptions to these procedures; clarifies voting membership for councils and boards; clarifies appointment procedures for groups, panels, committees, and teams; institutes procedures for board and council minutes; clarifies administrative procedures for prebriefs; adds administrative actions for groups, boards, and councils; and clarifies documentation requirements for groups and boards.

1. Overview. The AETC corporate structure embodies the corporate review process for HQ AETC. This structure is designed to increase management effectiveness and improve cross-functional decisionmaking by providing a forum where senior AETC leaders can apply their collective judgment and experience to major programs, objectives, and issues.

2. Composition. The AETC corporate structure is composed of several formal executive groups chartered to develop command positions on key issues. The AETC Vice Commander (HQ AETC/CV) has overall responsibility for the operation of the AETC Corporate Structure ([Attachment 2](#)). Recommendations are presented to the AETC council, which makes recommendations to the AETC Commander for final approval.

3. Organization:

3.1. The AETC corporate structure is comprised of the AETC council (paragraph 4.), AETC board (paragraph 5.), AETC group (paragraph 6.), panels (paragraph 7.), committees (paragraph 8.), mission area teams (MAT) (paragraph 9.), and mission support teams (MST) (paragraph 10.).

3.2. The AETC corporate structure secretariat resides in the program objective memorandum (POM) branch (HQ AETC/XPPP) and provides oversight for all corporate structure activities (paragraph 11.).

3.3. Normally, all issues are sequentially elevated through the corporate structure as illustrated at [Attachment 2](#) (that is, issues start at the panel, committee, or team level, then proceed through the group, board, and council levels). **EXCEPTIONS:** Issues that require no prioritization can bypass the group level of review, or any other case where timeliness or efficiency warrants specific review at only specific levels of the corporate structure. All such exceptions must be agreed to in advance of scheduling by the sponsoring directorate, AETC corporate structure secretariat, and (if appropriate) HQ AETC/CV.

3.4. The AETC Chief Information Officer (CIO) process will use the AETC corporate structure to review the command's direction for all information technology (IT) issues (determining and validating IT requirements). Upon completion of the corporate review and validation of IT issues, NAF and wing commanders will be informed of the decisions, and the issues will be forwarded to the appropriate program element monitors (PEM)/program managers (PM) for inclusion with other resourcing/programming actions (corporate structure financial and programming reviews).

3.5. See [Attachment 2](#) for an organizational chart of the AETC corporate structure.

4. AETC Council:

4.1. The AETC council shapes and refines proposals prior to presentation to the AETC Commander. Significant council issues and decisions are presented as a recommended command position to the AETC Commander. In addition, the council has decisionmaking authority over issues submitted by the AETC board.

4.2. The HQ AETC/CV is the council chairperson.

4.3. Voting membership is restricted to the incumbents of the following offices: 2 AF/CC, 19 AF/CC, and HQ AETC/Ce, do, dp, ED, fm, HC, ig, ja, lg, pa, rs, sc, se, sf, sg, sv, and XP. **NOTE:** When warranted by topics concerning the Air Force Reserve components, the respective components' advisor may attend as a voting member (for example, HQ AETC/CCR for matters relating to the AFRC forces supporting the AETC mission; HQ AETC/CCG for issues regarding the ANG).

4.4. A deputy will attend in the incumbent's absence. Others will attend by invitation of council members. Other staff general officers (or selectees), HQ AETC/CCG, and HQ AETC/CCR may also attend as desired.

4.5. The OPR for the issue being reviewed by the council is responsible for completion of assigned tasking, unless otherwise determined by the council.

4.6. See paragraph 12. for administrative requirements.

5. AETC Board:

5.1. The AETC board provides director- or special staff-level review of planning, requirements, acquisition, resource allocation, and other issues. Topics brought before the board should be limited to matters that require corporate consideration and resolution.

5.2. The board shapes and refines proposals prior to presentation to the AETC council. Significant board issues and decisions are briefed to the AETC council. In addition, the board has decisionmaking authority over issues submitted by the AETC group.

5.3. The director or chief of special staff (or deputy) sponsoring an issue chairs the board.

5.4. Board membership normally consists of AETC deputy directors. Others will attend by invitation of board members. Voting is restricted to the incumbent or deputy of the following offices (or as designated by the incumbent): HQ AETC/ce, do, dp, ED, fm, HC, ig, ja, lg, pa, rs, sc, se, sf, sg, sv, and XP. **NOTE:** NAF commanders will be notified of all board meetings. When warranted by the topic being discussed, the NAF vice commander or designated representative may attend as a voting member. **NOTE:** When warranted by topics concerning the Air Force Reserve components, the respective components' advisor may attend as a voting member (for example, HQ AETC/CCR for matters relating to the AFRC forces supporting the AETC mission; HQ AETC/CCG for issues regarding the ANG).

5.5. The responsible director or chief of special staff designates an action officer (AO) as focal point for the AETC board. The AO will comply with paragraph 13.

6. AETC Group:

6.1. The AETC group provides senior-level resolution of planning, requirements, acquisition, resource allocation, and other issues prior to the AETC board's review. The group reviews issues and decisions submitted by panels, committees, and teams, and forwards significant issues to the AETC board.

6.2. The group is the first level of the corporate structure, which integrates AETC mission and mission support areas into a balanced AETC program, and prioritizes issues when necessary. The chairperson for the AETC group will be the chief of the responsible division (3-letter level – for example: HQ AETC/CEP, FMA, SCT, XPM, XPP, etc.).

6.3. Directors and chiefs of special staff will establish group membership. The sponsoring directorate will prepare an appointment memorandum (listing primary and alternate member's names and contact information), and forward it to the AETC corporate structure secretariat. The AETC corporate secretariat will update the master member listings, and provide a copy of the appointment memorandum to each appointed member. (Updates are required when there is a change of membership.) Depending on the issue, suggested members include HQ AETC/CEP, CER, DOF, DOO, DOR, DPX, EDR, EDX, FMA, HC, IGI, JAJ, LGX, PAX, RSI, RSS, RS/XP, SCT, SCX, SEO, SFD, SFP, SGA, SVF, SVP, SVX, XPM, XPR, and XPP. Members will be colonels, their civilian equivalents, or, if necessary,

lieutenant colonels who will represent the director's or chief of special staff's view on issues presented to the group.

6.4. Voting is restricted to one vote per directorate (normally the senior directorate representative). **NOTE:** NAF commanders will be notified of all group meetings. When warranted by the topic being discussed, a representative designated by the NAF commander or vice commander may attend as a voting member.

6.5. The appropriate director or chief of special staff designates an AO as focal point for the AETC group. The AO will comply with paragraph 13.

7. Panels:

7.1. Panels review and screen resource allocation issues covering major AETC mission and mission support areas. These areas include flying and technical training, education, installation support, support, communications and information, recruiting, and medical ([Attachment 2](#)). **NOTE:** Even though the medical panel is not an active participant (because its resources are programmed and budgeted through a special Office of the Secretary of Defense appropriation), medical manpower is part of AETC's total obligational authority (TOA).

7.2. A panel's primary purpose is to serve as the initial point of entry for issues requiring corporate review. Unlike committees, panels have specific program elements assigned to them. Panels review and develop options for presentation to the AETC group. In addition, panels ensure the resources for AETC programs are properly allocated, fully validated, and adequately justified. Each panel prioritizes its programs for presentation to the AETC group, and determines the issues to be reviewed and prioritized.

7.3. The appropriate director or chief of special staff designates the panel chairperson from within his or her particular functional area. (**NOTE:** HQ AETC/LG appoints the chairperson for the support panel because of the multifunctional membership of the panel.) When appropriate, the panel chairperson may also serve as the group member for his or her respective directorate or special staff.

7.4. The chairperson determines membership to include, as a minimum, representatives from appropriate functional staff elements and HQ AETC/FMA, XPP, and XPM as advisors. The sponsoring directorate will prepare an appointment memorandum (listing primary and alternate member's names and contact information), and forward it to the AETC corporate structure secretariat. The AETC corporate secretariat will update the master member listings, and provide a copy of the appointment memorandum to each appointed member. (Updates are required when there is a change of membership.) Each panel appoints an AO or panel secretariat from within the chairperson's directorate or special staff to serve as focal point. The AO or panel secretariat will comply with paragraph 14.

8. Committees:

8.1. Directors and chiefs of special staff may establish various committees to discuss or study specific cross-functional issues not otherwise represented in established panels. A committee's primary purpose is to serve as the initial point of entry for issues requiring corporate review. Committees review and develop options for presentation to the AETC group. Each committee prioritizes its issues for presentation to the AETC group and determines what will be reviewed and prioritized. Already established committees include information technology, competitive sourcing, manpower resource, and facilities ([Attachment 2](#)).

8.2. The appropriate director or chief of special staff designates the chairperson. Membership is comprised of representatives from the HQ AETC staff and other agencies, as deemed appropriate by the chairperson. The sponsoring directorate will prepare an appointment memorandum (listing primary and alternate member's names and contact information), and forward it to the AETC corporate structure secretariat. The AETC corporate secretariat will update the master member's listings, and provide a copy of the appointment memorandum to each appointed member. (Updates are required when there is a change of membership.)

8.3. Each committee appoints an AO from within the chairperson's directorate or special staff to serve as its focal point. The AO will comply with paragraph 14.

8.4. Committees do not normally consider budgeting or programming issues because these issues fall under the responsibility of panels. However, in cases where funding issues are developed within a committee's area of study, forward these through the chairperson's directorate or special staff to the appropriate panel for review and/or action.

9. Mission Area Teams (MAT):

9.1. Each MAT is responsible for analyzing its mission area; defining needs and deficiencies; recommending solutions; prioritizing mission area tasks, needs, and proposed solutions; and writing a mission area plan.

9.2. HQ AETC/DO, ED and RS designate the MAT chairperson for their respective mission area (training, education and recruiting). The chairperson determines membership for each MAT, depending on requirements. HQ AETC/XPPX will attend MAT activities as an advisor. The sponsoring directorate will prepare an appointment memorandum for primary points of contact and forward it to the AETC corporate structure secretariat. The AETC corporate secretariat will update master listings and provide a copy of the appointment memorandum to each appointed member (when appropriate). Each MAT should consist of the following personnel: mission and functional experts from across the command at all echelons, representatives from the Air Force Materiel Command's Technical Planning Integrated Planning Team, and stakeholders in the mission area from outside the command.

9.3. See paragraph 14. for administrative requirements.

10. Mission Support Teams (MST):

10.1. Each MST is responsible for analyzing its mission support roles and responsibilities; defining needs and deficiencies; recommending solutions; prioritizing support tasks, needs, and proposed solutions; and writing a mission support plan.

10.2. An MST should consist of functional experts from across the command, mission experts, and program managers at all echelons. A planner from the functional area (for example, communications and information, logistics, civil engineering, personnel) should be designated as the MST chairperson for that mission area. This person is responsible for integrating AETC planning activities with his or her Air Force functional counterpart and determining membership for each MST, depending on requirements (HQ AETC/XPPX will be included as advisors for all MSTs). The sponsoring directorate will prepare an appointment memorandum (listing primary and alternate member's names and contact information), and forward it to the AETC corporate structure secretariat. The AETC corporate secretariat will update the master member listings, and provide a copy of the appointment memorandum to each appointed member. (Updates are required when there is a change of membership.)

10.3. See paragraph 14. for administrative requirements.

11. AETC Corporate Structure Secretariat (HQ AETC/XPPP):

11.1. The AETC corporate structure secretariat is responsible for overseeing AETC corporate structure operations.

11.2. Specific duties include:

11.2.1. Establishing policies and procedures governing all operations of the AETC corporate structure.

11.2.2. Providing an analysis of corporate structure activities and determining methods for ensuring effective and efficient management of critical issues. This includes, but is not limited to, ensuring completeness of cross-functional reviews, providing an analysis of data used, and determining appropriate levels for development and presentation to attain desired outcomes.

11.2.3. Maintaining a master membership listing and schedule for all AETC corporate structure activities (internet address: <https://www.aetc.af.mil/xp/xpp/cs/cs.htm>).

11.2.4. Scheduling, developing agendas, providing minutes, keeping records, publishing decisions, and tracking status of actions for AETC board and council activities. As a minimum, minutes, decisions, and other staff actions will be generated and coordinated with the sponsoring directorate, and signed by the secretariat and chairperson prior to publication.

11.2.5. Working with the OPR to ensure proper scheduling, development of agendas, release of minutes, maintenance of records, publication of decisions, and tracking of status of actions for AETC group activities.

11.2.6. Working with designated AOs of AETC panels, committees, MATs, and MSTs to establish an overall record of activities. The AETC corporate structure secretariat will be provided with electronic copies of schedules, meeting minutes, and briefings.

11.2.7. Determining the appropriate timing and flow of activities throughout the AETC corporate structure. Issues will be elevated to the next higher level in the AETC corporate structure only after being approved by the activity chairperson and membership (for all levels) and being reviewed by the AETC corporate structure secretariat (for council, board, and group levels).

12. Administrative Requirements for AETC Council Meetings:

12.1. Scheduling a Meeting. The OPR for the issue being reviewed by the corporate process will initiate a meeting by contacting the AETC corporate structure secretariat. After coordinating a meeting date, the AETC corporate structure secretariat will prepare AETC Form 20, **Request for Briefing**, and notify the council members of the meeting. The AETC corporate structure secretariat will also submit the completed AETC Form 20 to the presentations branch (HQ AETC/DSR) to reserve a conference room, and obtain audiovisual support according to AETCI 90-102, *Conferences, Workshops, Briefings, and Video Teleconferences*. **NOTE:** Changes to scheduled meetings will be worked through the AETC corporate structure secretariat.

12.2. Conducting a Prebrief:

12.2.1. The responsible director or chief of special staff determines who will attend the HQ AETC/CV prebrief. The recommended attendance list will then be forwarded to the AETC corpo-

rate structure secretariat to be included in the AETC Form 20 submitted to HQ AETC/CVS. Attendees usually consist of the briefing officer, members of his or her staff, the hosting director or chief of special staff, and the AETC corporate structure secretariat.

12.2.2. The secretary to the responsible director or chief of special staff contacts the AETC corporate structure secretariat to schedule the HQ AETC/CV prebrief. The prebrief will usually be presented at least one duty day before the AETC council meeting.

12.2.3. At least two duty days before the prebrief, the briefer will provide an electronic copy of the briefing slides to the AETC corporate structure secretariat, who will then provide it to the HQ AETC/CV and council members. If major items have changed since the board meeting, those changes should be coordinated through the board members prior to the prebrief.

12.3. Administrative Actions. The AETC corporate structure secretariat will accomplish all administrative actions including, but not limited to, developing and releasing schedules, completing and releasing appropriate AETC Form 20, ensuring presentation availability prior to meetings, taking attendance, documenting council activities, publishing minutes, and tracking activity for open action items.

12.4. Documentation. The AETC corporate structure secretariat will keep a record file including, but not limited to, schedules, agendas, minutes, briefings, decision publications, and status of actions.

12.5. Attendance at Meetings. AETC council meetings take precedence over other staff duties. Because members may need to discuss topics of a privileged nature requiring candid discussion, attendance will normally be restricted to members.

12.6. Preparing Briefing Slides. The AO will provide an electronic copy of the briefing slides to the AETC corporate structure secretariat at least two duty days before the meeting.

12.7. Status of Actions. In addition to the tracking provided by the AETC corporate structure secretariat (paragraph 11.), each OPR will track taskings and decisions throughout the AETC corporate process.

13. Administrative Requirements for AETC Board and Group Meetings:

13.1. Scheduling the Meeting . The OPR for the issue being reviewed by the corporate process will initiate a meeting by contacting the AETC corporate structure secretariat. After coordinating a meeting date, the AETC corporate structure secretariat will prepare an AETC Form 20, and notify the members of the meeting. When appropriate, the AETC corporate structure secretariat will also submit AETC Form 20 to HQ AETC/DSR to reserve a conference room, and obtain audiovisual support (AETCI 90-102). **NOTE:** Changes to scheduled meetings will be worked through the AETC corporate structure secretariat.

13.2. Conducting a Prebrief. Prebriefs will be provided as determined by the appropriate chairperson. The AETC corporate structure secretariat will be informed of, and will normally attend, all directorate-level prebriefs.

13.3. Administrative Actions. For boards, the AETC corporate structure secretariat will accomplish all administrative actions including, but not limited to, developing and releasing schedules, completing and releasing appropriate AETC Form 20, ensuring presentation availability prior to meetings, taking attendance, documenting board activities, publishing minutes, and tracking activity for open action items. For groups, administrative responsibilities are the same, except the sponsoring director-

ate is responsible for documenting group activities, publishing minutes, and tracking activity for open action items. Other administrative responsibilities at the group-level can be altered when agreed to by the sponsoring directorate and the AETC corporate structure secretariat.

13.4. Documentation. For boards, the AETC corporate structure secretariat will keep a record file including, but not limited to, schedules, agendas, minutes, briefings, decision publications, and status of actions. For groups, the sponsoring directorate will keep a record file including, but not limited to, schedules, agendas, minutes, briefings, decision publications, and status of actions. A copy of these records will be sent to the AETC corporate structure secretariat.

13.5. Elevating Issues to the Next Level of the AETC Corporate Structure. The chairperson will determine the consensus of the board or group. Issues will be elevated to the next higher level in the AETC corporate structure only after being approved by the activity chairperson and membership. Items elevated to the board or council level will also be coordinated through the AETC corporate structure secretariat.

13.6. Attendance at Meetings. AETC board and group meetings take precedence over other staff duties. Because members may need to discuss topics of a privileged nature requiring candid discussion, attendance will normally be restricted to members.

13.7. Preparing Briefing Slides. The AO will provide an electronic copy of the briefing slides to the AETC corporate structure secretariat at least two duty days before the meeting.

13.8. Status of Actions. In addition to the tracking provided by the AETC corporate structure secretariat (paragraph 11.), each OPR will track taskings and decisions made throughout the corporate process.

14. Administrative Requirements for AETC Panels, Committees, and Teams (MAT and MST):

14.1. Scheduling Meetings. OPRs are responsible for scheduling a room large enough for the membership, and notifying attendees of the date, time, location, subject, and security classification.

14.2. Conducting a Prebrief. Prebriefs will be given as determined by the appropriate chairperson.

14.3. Documentation. Each activity will keep a record file including, but not limited to, schedules, agendas, minutes, briefings, decision publications, and status of actions.

14.4. Elevating Issues to the Next Level of the AETC Corporate Structure. The chairperson determines the consensus of the panel, committee, MAT, or MST. Issues will be elevated to the next higher level in the AETC corporate structure only after being approved by the activity chairperson and membership. Items elevated to the group level will also be coordinated through the AETC corporate structure secretariat.

14.5. Attendance at Meetings. The OPR will determine attendance requirements. Because panels, committees, and teams discuss topics of a privileged nature requiring candid discussion, attendance at these meetings will normally be restricted to members.

14.6. Preparing Briefing Slides. The AO or panel secretariat will provide electronic or paper copies of briefing slides, as appropriate.

14.7. Status of Actions. Each panel, committee, MAT, or MST OPR will track taskings and decisions made throughout the corporate process. Additionally, chairpersons will receive status of action

information from the AETC corporate structure secretariat on topics elevated to group, board, and/or council level (for distribution to respective membership, as appropriate).

15. Waivers to This Instruction. In exceptional cases, activities may need to deviate from this instruction when it is in the best interest of effective and efficient AETC corporate structure operations. Requests for such exceptions (waivers) must be submitted to the AETC corporate structure secretariat for review and approval. The AETC corporate structure secretariat will forward appropriate waiver requests to HQ AETC/CV for review and approval.

16. Forms Adopted. AETC Form 20.

SCOTT S. CUSTER, Brigadier General, USAF
Director of Plans and Programs

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 16-5, *Planning, Programming, and Budgeting System*

AFI 16-501, *Control and Documentation of Air Force Programs*

AETCI 90-102, *Conferences, Workshops, Briefings, and Video Teleconferences*

Abbreviations and Acronyms

AO—action officer

CIO—chief information officer

IT—information technology

MAT—mission area teams

MST—mission support teams

PEM—program element monitors

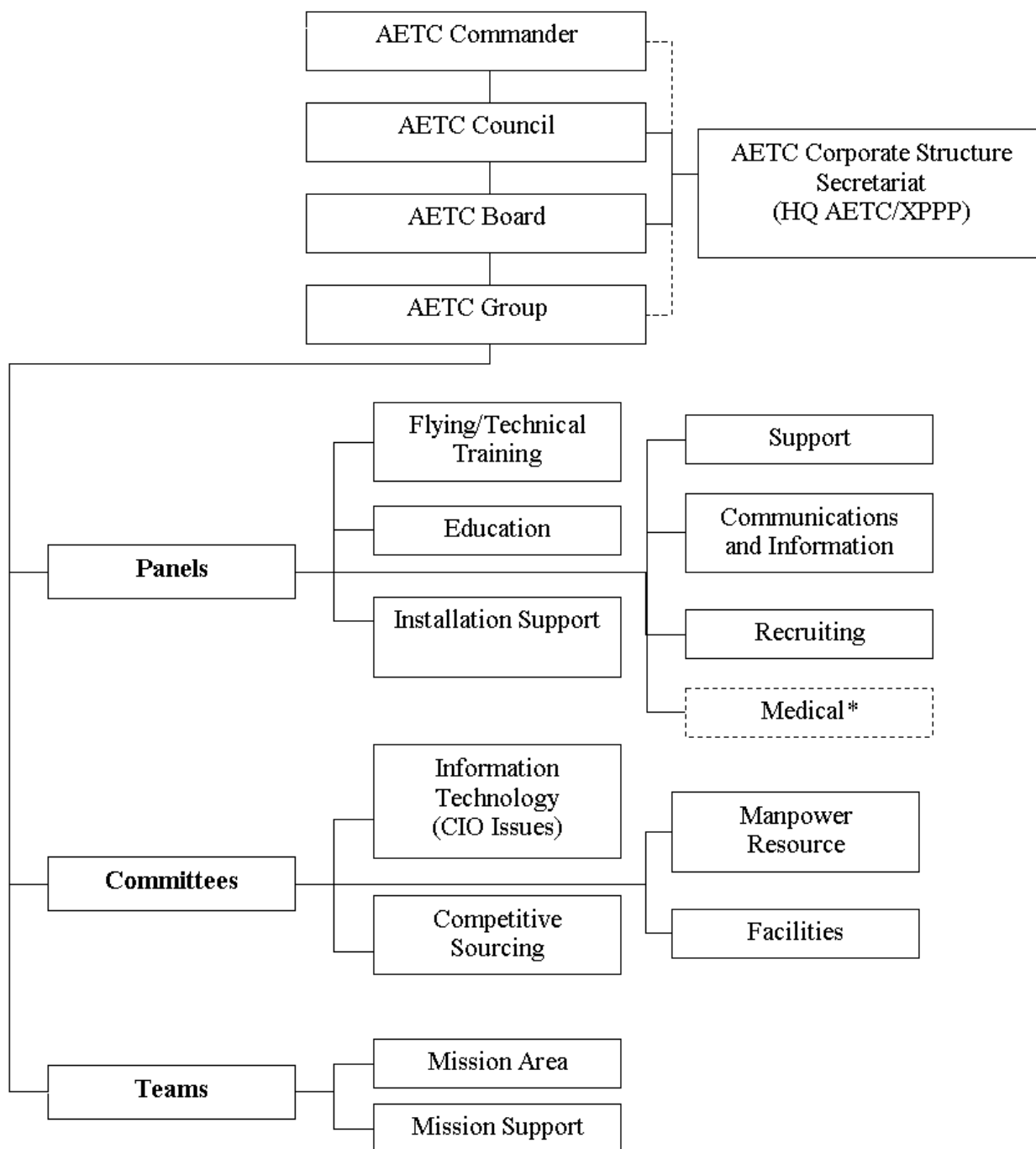
POM—program objective memorandum

PM—program managers

TOA—total obligational authority

Attachment 2

AETC CORPORATE STRUCTURE



*Manpower resources are in this panel; however, AETC does not program or budget medical programs.